

AI Shift: Shaping Enterprises for the Intelligent Era

Case Storyline:

It was a warm Sunday afternoon, and the sun cast a golden glow over the ancient streets of St. Gall. You walked side by side with Mr. Bork, the sharp-minded CEO of a 200-employee IT firm, as he led you through the town's middle-age district. Along the way, you chatted about the rich history of the place—particularly the monastery's library, home to manuscripts that had survived over a millennium. But despite your shared appreciation for the past, today's conversation was about something far more pressing: the future.



Figure 1: Old town of St.Gall, where you eat lunch with Mr Bork and Mr Green.

As you stepped into a charming restaurant, nestled between cobblestone streets, an influential politician named Mr. Green joined you at the table. After a few pleasantries and light discussions, you turned to Mr. Bork, ready to challenge the audacious idea he had shared with you earlier.

"I must admit," you began, "when you first approached me with the idea that AI will destroy all jobs, I didn't want to believe you. Look at the steam engine—when it was invented, people feared it would wipe out jobs, too. But instead, it created new ones—engineers, factory workers, train conductors—and it pushed society forward. I believe the same will be true for AI."

Mr. Bork listened carefully, a smile playing on his lips. He leaned back in his chair, then reached for a paper napkin and began drawing. "This time is different," he said.

On the napkin, Mr. Bork sketched out a simple but profound diagram—a biological neural network. "In the biological world, we have five senses, and they feed into our neural system, which triggers motor neurons to perform actions like smiling, writing, or running. It's how we interact with the world."

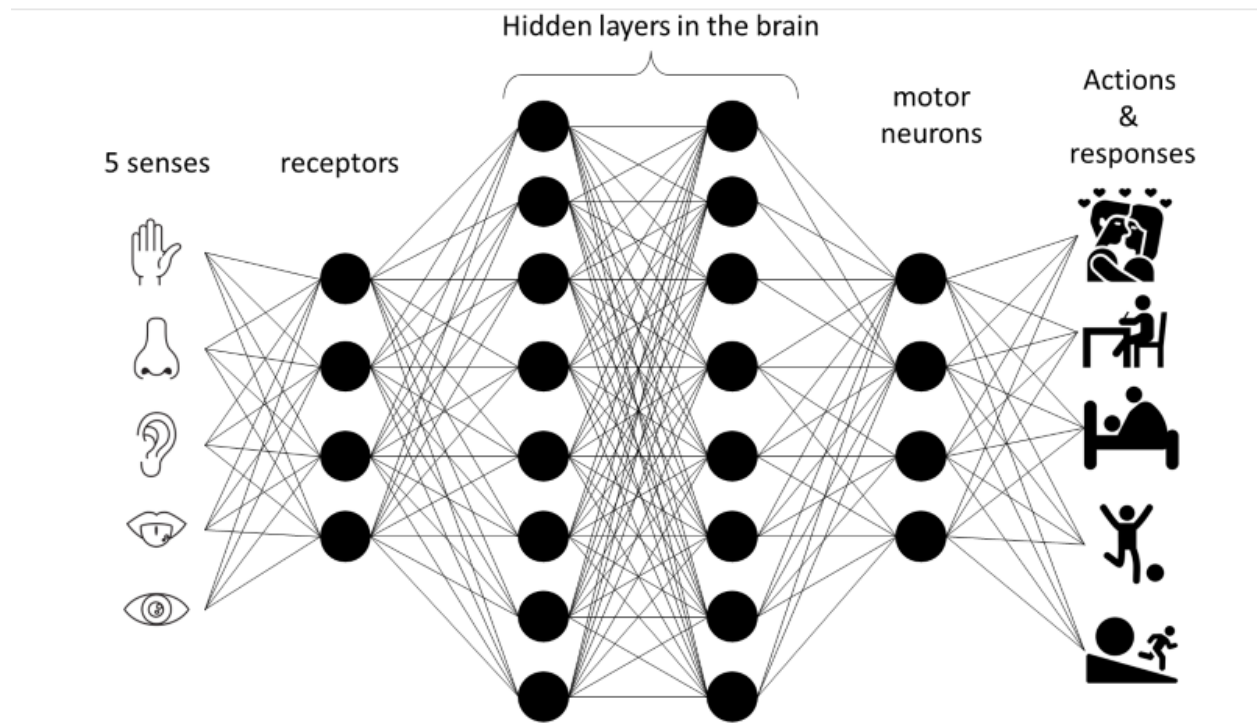


Figure 2: *Biological neural network*

Then, with a few swift changes, he transformed the diagram, replacing the biological elements with their artificial counterparts. "Now look at this," he continued. "In the realm of artificial intelligence, sensors replace senses. Actions and responses can be performed by robots, which are stronger, faster, and more capable than humans. AI can not only mimic human abilities but exceed them. It's only a matter of time before machines replace all human labor."

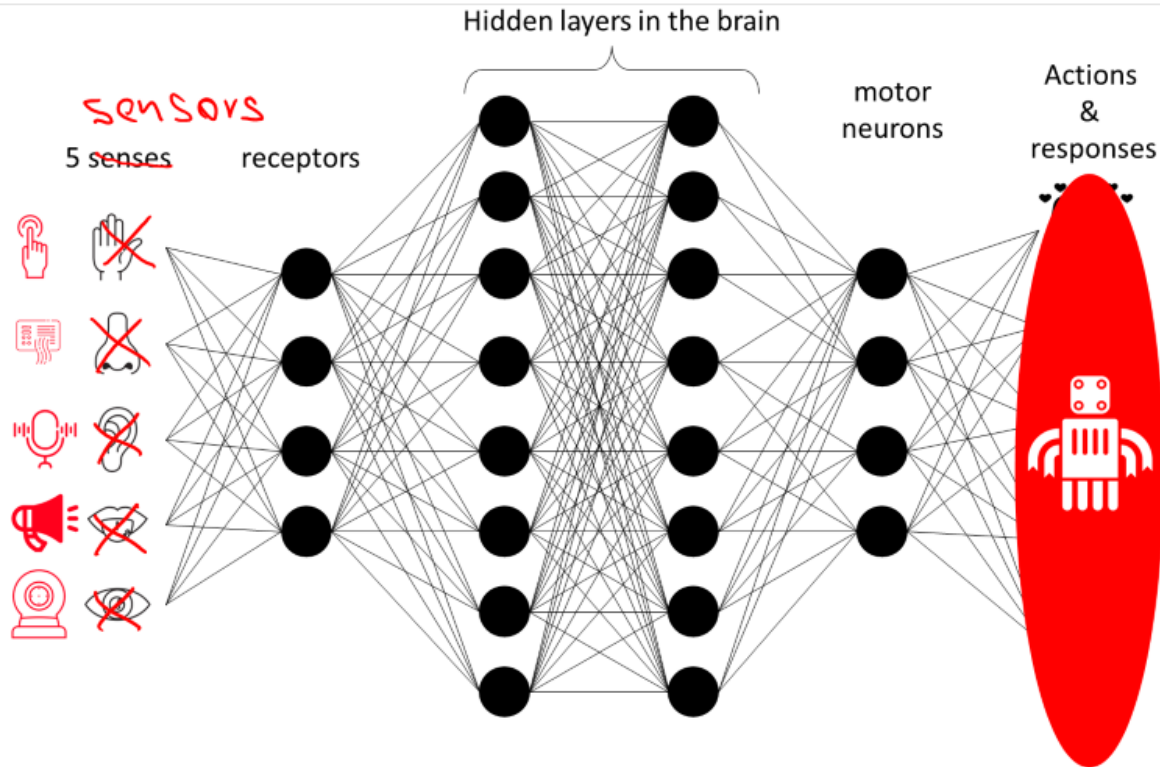


Figure 3: Artificial neural network

You were taken aback. The implications hit you like a wave—shock, intrigue, and a deep sense of uncertainty. As Mr. Bork’s words sank in, you realized the gravity of his prediction. Could AI really take over everything?

Before you could respond, Mr. Green jumped in, his expression serious. “That would have massive implications. No jobs, no earnings, no taxes—it would be an entirely different economy. We need to start preparing policies now if that’s the future we’re heading toward.”

Mr. Bork, still drawing, raised an eyebrow. “But we might be wrong, you know. There are plenty of economists who believe that AI will simply add efficiency to the labor market, not destroy it.”

You nodded thoughtfully, then decided to push back. “I think the way we’re evaluating AI’s impact on jobs is flawed. People keep comparing current jobs to AI-augmented versions of those jobs, but that’s missing the point. The real power of technology lies in its ability to create entirely new industries. We can’t just imagine AI as adding an engine to a horse; we have to think about how it creates new possibilities, like how cars created new industries—manufacturing, road construction, gas stations. Horses didn’t disappear because we gave them engines—they disappeared because visionaries like Mr. Benz and the Dodge Brothers reinvented transportation.”

Both Mr. Bork and Mr. Green looked intrigued, but you knew you had to take it further. “AI will disrupt entire industries, no doubt. Self-driving trucks could eliminate truck drivers, AI could automate tasks done by doctors, lawyers, and accountants. If we follow Mr. Bork’s model, then yes, all jobs might vanish. But there’s another ingredient we’re missing: entrepreneurial spirit. It’s this spirit that transforms industries, and it’s the key to what happens next.”

Mr. Green leaned forward. “What are you suggesting?”

You grinned. “We should run a nightmare competition.”

Their faces were puzzled. “A nightmare competition?” Mr. Bork asked, frowning.

“Yes,” you explained. “A nightmare competition is where a new technology is so disruptive, it overturns the entire market, rendering existing industries and leaders obsolete. In this case, we’re talking about a world where AI makes the entire workforce obsolete. We humans are the horse this time. It’s time to test that hypothesis.”

Mr. Bork’s eyes lit up with understanding. “I like it. In fact, I was just listening to interviews with Sam Altman and Elon Musk, and they’re already talking about a future where a portion of the population becomes uncompetitive. This nightmare competition could be the perfect way to explore those ideas.”

Mr. Green nodded, his politician’s instincts kicking in. “If that’s the direction we’re heading, we need to be prepared—new policies, new economies, new ways of thinking.” You smiled, knowing you’d sparked something big. As the conversation continued over lunch, the warm afternoon air seemed to hum with possibility. You hadn’t just discussed the future—you had begun shaping it.

Assignment: Exploring AI's Impact on High-Skill Professions

After the thought-provoking conversation with Mr. Bork and Mr. Green, you return to your office, eager to apply their insights. As you consider which job profiles might be disrupted by AI, your mind lands on airline pilots as an illustrative example—a high-skill profession where automation has already assumed many tasks. However, essential human abilities, such as communication, situational awareness, and leadership, still play crucial roles, preventing full automation from taking over completely.

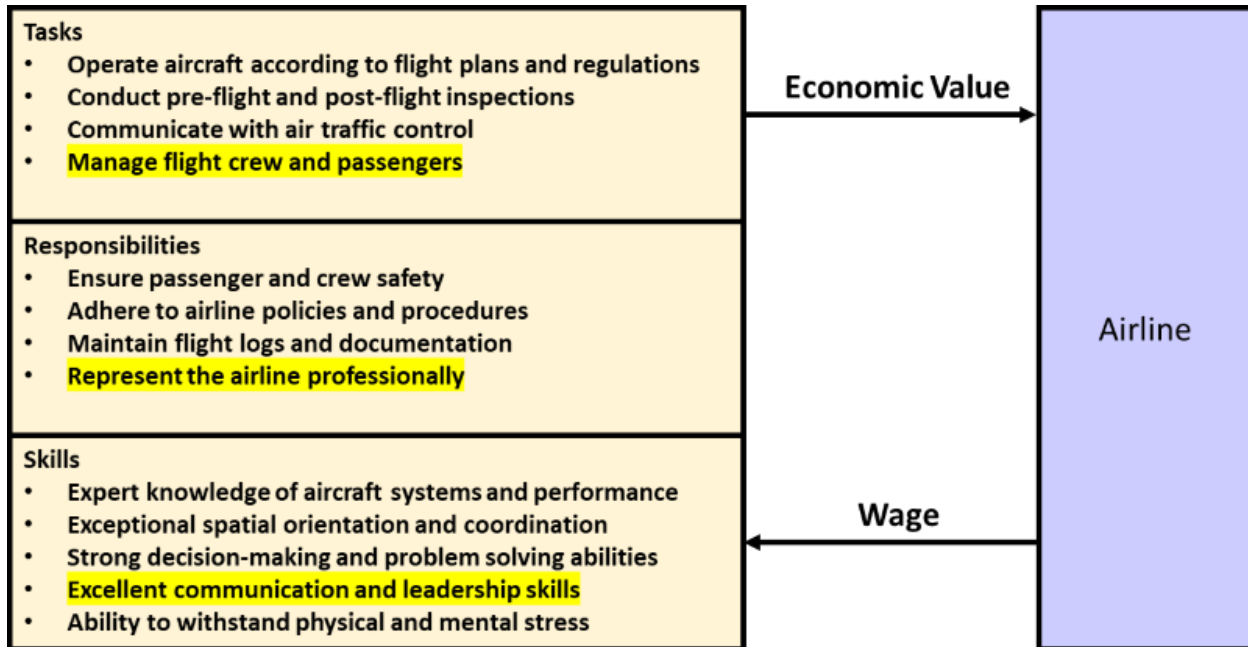


Figure 4: Job profile of an airline pilot.

Reflecting on the fact that there are about 300,000 airline pilots worldwide, you see a major opportunity. These professionals earn high salaries, and if AI could fully replace them, it would unlock significant savings in the aviation industry. But there's one catch: you cannot simply disregard the "human element" that is deeply embedded in today's job market, especially in jobs where lives rely on quick decisions and teamwork.

To move forward, you'll need a strategy. This requires the application of strategic tools like SWOT analysis, PESTLE, and other frameworks to craft a plan that methodically dismantles the human workforce in favor of AI. Your goal is simple: if you can conclusively show that jobs can be destroyed through well-thought-out strategies, then you have succeeded in your task.

To do this, you'll need to push your creativity and analytical skills, building a strategy that proves AI could even surpass the most skilled professionals. If you succeed, you'll take an important step toward understanding the powerful changes AI could bring to the workforce. Only then will you truly understand the future Mr. Bork envisions and the powerful changes AI could bring to the workforce.

Note: *The main objective of this case study is to identify job profiles likely to be disrupted by AI, hence the storyline above focuses on job roles likely to be disrupted. However, there's also an opportunity to explore job profiles that AI might enhance rather than disrupt. Coaches will provide additional insights on this during the upcoming coaching session.*

Next steps:

- 1) Request a kick-off session with your coach.
- 2) Create Job Profile Personas and Persona Mapping: Identify and list the job profiles that are relevant to our economies, then visually map how AI will disrupt each one.
- 3) Conduct a Comprehensive SWOT Analysis: Dive into the selected job profile by evaluating its inherent human strengths and weaknesses in that role. Explore the emerging opportunities that AI and automation bring to enhance/disrupt the role. Simultaneously, assess the potential threats posed by AI integration, particularly in terms of replacing key functions.
- 4) Perform Use Case Analysis: Based on the selected job profile, develop new AI-driven use cases that illustrate how AI will replace the job.
- 5) Develop a Business Model Canvas: Create a business model canvas for a startup focused on replacing the top job profile with AI solutions.
- 6) Prepare a two-page narrative memo summarizing the key findings, including the job profile personas, SWOT analysis, new AI use cases, and business model canvas.

BeeUp 2024: Competition Overview, Guidelines, and Evaluation Criteria

1. Prize Distribution

Prizes will be awarded to the top three teams based on the competition's evaluation criteria:

- **First Prize:** \$2000
- **Second Prize:** \$1500
- **Third Prize:** \$500

***Note:** Prizes will be paid in USD, converted to local currencies using the current Wise.com exchange rate. BeeUp will cover all transfer fees, and payments in EUR are available upon request for European participants.*

2. Coaching Team

Coaches who will help you:

a. Dr. Ronald Invancic

Seasoned expert in corporate governance, leadership, and digital responsibility, with over 15 years of experience in management consulting.

b. Dr. Katerina Rigana

Passionate technologist and innovative entrepreneur bridging beauty, health, fintech, and longevity through data-driven solutions.

c. Michael Czarniecki

A trusted expert and entrepreneur in business development and market innovation, with a focus on analyzing competitive landscape and new market needs.

d. Kavish Shah

Visionary data-driven analyst revolutionizing decision-making by fusing business acumen with cutting-edge analytics to uncover insights and develop innovative strategies across diverse industries.

e. Preyash Patel

A dynamic Mechanical Engineer with a passion for business, known for his knack for problem-solving and ability to bridge the gap between technical expertise and business insights to drive impactful solutions.

3. Communication Protocol

All communication with coaches should occur in the designated coach-team channel. Coaches may provide their WhatsApp number during the first session for direct interaction. However, for privacy reasons, all task-related submissions must be posted exclusively in the coach-team channel.

4. Competition Guidelines

- **Narrow AI Focus:** AI's impact on job profiles must focus strictly on Narrow AI (task-specific AI) as per competition guidelines. General AI assumptions are not permitted.
- **Job Profile and Persona Mapping:** Each job profile must include:
 - a) Job Role
 - b) Job Role Description
 - c) Key Responsibilities
 - d) Required Skills
- **AI Job Replacement Estimation:** Participants should follow the provided prompt for calculating AI's potential to automate tasks.
- **Narrative Memo Limit:** Each narrative memo is limited to two pages.
- **SWOT Analysis Tools:** Canva and HubSpot are recommended but not mandatory for SWOT analysis templates.
- **Originality Requirement:** All work must be original. Plagiarism will result in disqualification.
- **AI Tool Usage:** AI tools, such as ChatGPT, are permitted for assistance. However, participants may not rely solely on AI for all tasks. Submissions will be reviewed for originality.
- **Professional Presentation:** All deliverables must be professionally formatted.
- **Submission Process:** Submit all documents via the team channel on the BeeUP website.
- **General Communication:** The primary competition WhatsApp group will handle general communication.

5. Timeline

- Mid-submission Deadline: November 25, 2024 (Tasks 1, 2, and 3)
- Final Submission Deadline: December 24, 2024
- Winner Announcement: January 15, 2025

Note: Participants can join any time before December 24. New participants who join late, even in November, will have until December to complete all tasks.

6. Certification

Participants will earn the “BeeUp Certificate in Business Development” upon completion of the competition tasks.

Navigating the AI-Driven Job Evolution: Comprehensive Task Instructions

Disclaimer: This competition is centered around **Narrow AI (also known as Weak AI)**, specifically designed for task-specific applications and not Generative AI. Narrow AI focuses on performing specialized tasks within a limited context. Unlike General AI, which can understand and perform across a variety of domains, Narrow AI systems excel at singular tasks like language processing, image recognition, and customer service chatbots. Examples include virtual assistants, recommendation systems, and chatbots (e.g., ChatGPT, Gemini).

Task 1: Job Profile and Persona Mapping

In this task, participants will define a job profile by detailing the tasks, responsibilities, and skills essential to the role. A well-defined job profile serves as a model for understanding how an employee creates value by aligning their skills with the employer's needs. Higher alignment often results in greater value and, consequently, a higher wage.

Objective: Select a job profile to analyze—either one likely to be disrupted by AI or one that AI can enhance. It's encouraged to focus on profiles at risk of disruption by AI.

Persona Mapping Components:

1. **Tasks:** Specific actions or activities performed within the role, ranging from routine tasks like data entry to complex ones like strategic planning.
2. **Responsibilities:** Obligations or duties within the role, often encompassing decision-making, leadership, or oversight functions.
3. **Skills:** Technical and non-technical competencies required to effectively perform the tasks and responsibilities. Examples include programming (technical) and communication (non-technical).

Task 1.1: Estimating AI's Job Replacement Potential

AI has the capacity to replace certain roles entirely, while in other roles, only specific tasks might be automated. For instance:

- **Data Entry Clerk:** A role that can be fully automated by AI.
- **Project Manager:** AI may only replace a subset of tasks within this role.

Action: Use AI tools like ChatGPT or Gemini to estimate the portion of a role that AI could automate. Start by listing the key tasks, responsibilities, and skills for the role, and input this data into the prompt below. Then, analyze whether AI would enhance or replace these tasks.

Prompt:

“For the following role, estimate the percentage of tasks that can be replaced by AI.

Role Description: [Job title and description]

Key Tasks & Responsibilities: [List tasks and responsibilities]

Required Skills: [List skills]

Question: Based on the tasks, responsibilities, and skills provided, estimate the percentage of tasks that could potentially be replaced or automated by AI.”

Task 2: SWOT Analysis of Job Profiles

SWOT Analysis Overview: SWOT (Strengths, Weaknesses, Opportunities, and Threats) is a strategic tool used to evaluate and enhance a given role. This adaptive SWOT analysis specifically assesses the impact of AI on job profiles, considering both enhancement and replacement potential.

Objective: Assess how AI can strengthen or replace human roles identified in Task 1, using the SWOT framework as follows:

1. Strengths: Unique human qualities valuable in the role (e.g., creativity, emotional intelligence).
2. Weaknesses: Human limitations in the role (e.g., susceptibility to errors).
3. Opportunities: Potential areas where AI can augment or redefine the role.
4. Threats: Constraints of AI in executing the role.

Task 3: Use Case – Reimagining Roles in an AI-Driven World

Objective: Create a use case showcasing how AI could disrupt or enhance a job profile from Task 1. Envision how AI and robots could take on tasks traditionally performed by humans, focusing on roles likely to be disrupted.

Methodology: Develop a creative, practical scenario for how AI could replace or redefine the job profile. Consider these two approaches:

- a. AI-Disrupted Job Profile:** Select a traditional role vulnerable to AI disruption, envisioning complete replacement by AI or robots. **Example:** Taxi Driver → Autonomous Vehicles, where AI handles navigation, route optimization, and complex driving tasks.
- b. Industry Transformation with AI:** Explore how AI could reshape industries by creating roles that integrate AI and human intelligence. **Example:** “AI Project Supervisor” who uses AI for routine tasks (like scheduling) and focuses on strategic decision-making.

Task 4: Business Model Canvas

Objective: Assess how AI could disrupt industries, redefine business models, and create new opportunities. Participants should explore the competitive advantage of AI-based models over traditional, human-centric ones.

Guidance: Your coach will guide you on methodologies for enhancing the competitiveness of your AI-based business model.

Task 5: Narrative Memo

Objective: Compile insights from Tasks 1 to 4 into a cohesive, structured narrative memo. The memo should tell a compelling story of your findings and provide an in-depth exploration of each task.

What is a Narrative Memo?

A narrative memo goes beyond bullet points to present ideas in a story format, enhancing clarity, focus, and comprehension.

Key Elements:

- **Introduction:** State the purpose of the memo.
- **Background/Context:** Provide relevant context.
- **Main Proposal/Idea:** Outline your central concept or solution.
- **Supporting Data:** Include evidence to support your idea.
- **Challenges/Considerations:** Discuss potential risks.
- **Conclusion:** Summarize key points and recommendations.

Purpose:

- **Clarity:** Provides a comprehensive explanation.
- **Focus:** Creates a logical flow, making it easier to understand.
- **Engagement:** Moves beyond presentations, encouraging in-depth analysis and discussion.

References:

For guidance on crafting narrative memos, explore resources like [Jeff Bezos's](#) approach at Amazon, which prioritizes clarity and thoroughness in business communication.

Additional Resources:

Success Blueprint: Download the PDF document, containing winning strategies from past participants, for insights into developing a competitive edge.